

Clarke-Okah, Nana

From: Boucher, Denis
Sent: March 17, 2017 08:09 AM
To: Durocher, Christine
Subject: RE: Analysis of SOR Border Wait Times Complaints.pptx
Attachments: Articulation of Benefits-TTCC_V4.docx

Morning Christine,
All this information was shared prior and the supporting data was also provided to Coco although she stated we just need to have it available and not necessarily in the deck. Attached is what Coco's final product was.
Denis

From: Durocher, Christine
Sent: March 16, 2017 4:47 PM
To: Boucher, Denis <Denis.Boucher@cbsa-asfc.gc.ca>
Subject: RE: Analysis of SOR Border Wait Times Complaints.pptx

Thanks Denis—have you shared with Coco to make sure that it makes it into the deck/documents that Programs has been working on? Do you know the status of those documents and decks?

Christine

From: Boucher, Denis
Sent: March 14, 2017 10:06 AM
To: Durocher, Christine
Subject: FW: Analysis of SOR Border Wait Times Complaints.pptx

Morning Christine,

The following is a simplified explanation of the problem, the impact and possible solutions. Based on the conversation and guidance from comptrollership, these are the 3 things Meagan and Rick will need to articulate and demonstrate. They will also need to demonstrate why options other than the TTCC are either not being explored or advanced.

The Problem:

1. Changes in processing at PIL first with IPIL air, followed by IPIL Highway, have increased PIL Processing Times substantially, thereby reducing throughput capacity.
2. SOR, Windsor District in particular, is facing an increase in commercial volumes.
3. Resources available to process clients have been on the decline
4. Generally, dated infrastructure (bridges & tunnel) has reached maximal capacity, having limited ability to support or manage or prevent surges in volumes as well as streamlined processing.

The Impact:

1. Increased BWTs in general.
2. Increase in BWT incidents exceeding service standards.
3. Border congestion
4. Increased concerns from stakeholders re economic and competitive impact as well as health and safety

Possible Solutions:

1. Reduce PIL processing times through:
 - a. Automation: Introduction of technology eliminating administrative and manual functions. (RFID, LPR, Y28 Referral etc.)
 - b. Systems Connectivity: Reduce number of steps and systems required to process transactions
 - c. Streamline Low Risk Clients: Develop the ability remove these clients from the regular flow and expedite them so as to reduce or prevent congestion
 - d. Advance pre-screening and pre-clearance program concept
2. Increase throughput capacity:
 - a. Increase resource base
 - b. Investment in infrastructure: Stacked booth concept; increase footprint; build add'l bridges and tunnels

From: Boucher, Denis
Sent: March 2, 2017 1:37 PM
To: Durocher, Christine <Christine.Durocher@cbsa-asfc.gc.ca>
Subject: FW: Analysis of SOR Border Wait Times Complaints.pptx

Hi Christine... just as an FYI... in support of what we discussed the other day,

Of particular interest to you will be the charts in the Excel file which speaks to Commercial Service Standard compliance.

Ultimately, I think I (we) will need to brief Rick as to what we feel the problem is, the solution is obvious, and the measurable outcomes which will gauge our success.

I will continue to solidify the data supporting "the problem" in the meantime.

I'm available if you have any questions.

Denis

From: Boucher, Denis
Sent: March 2, 2017 1:18 PM
To: Duguay, Coco
Subject: FW: Analysis of SOR Border Wait Times Complaints.pptx

Morning Coco,

As we discussed, we do track complaints carefully within SOR. Attached is an analysis of complaints (fiscal to date up to Nov) which was produced earlier and will be updated at the end of the year. Unless we use the combined (traveller and commercial) number of BWT complaints, the number of complaints from the commercial environment is not sufficient to support our pilot (See numbers on attached Excel spreadsheet). I believe that using the traveller BWT complaints would ultimately not serve us well in the end.

Commercial Service Standards: This is where it gets murky but I believe this is where we can best demonstrate "the problem". Also, I stand corrected from what I told you a couple days ago. Apparently, there are no published commercial standards in terms of BWTs although we are required to report BWTs for our commercial operations to HQ according to the same guidelines established for the traveller stream. The reasoning in using the same standards

doesn't appear to be practical when considering business volumes peak oppositely in each of the streams. I have been told that the national guideline (standard) is that we will meet the service standards 95% of the time. Our statistics (here-attached) show a drastic decline in this ability over the last few years as well as continued inability to meet the 95% service standard compliance level.

Of course, things are never simple. The system and methodology in tracking BWTs changed in June 2014, providing greater accuracy going forward. Therefore, we could reasonably be challenged over an assessment reflecting drastic increases in BWTs prior to June 2014 compared to later. In addition, in terms of commercial volumetric, the source for our data changed at the Ambassador Bridge in 2015. Prior to this date, we relied on the Bridge Operator's statistics for the number of trucks and this data has not proven to be accurate.

In the end, in defining "The problem", I believe we would be well supported with the following approach.

The problem: Increase in processing times (20+secs/truck) + increase in volumes (3.2% incr. at AB this fiscal YTD)+ reduction in resources has created a drastic increase in BWTs. BWTs severely and adversely impact the trade industry's efficiency, fiscal outcome and in terms of ability to compete with world markets. The most affected by BWTs are our Trusted Traders (TT) who are our largest clients and particularly those within the TT community whose business models ' supply and manufacturing processes involve bi-national movement of inventory, often with a "Just-in-time" inventory and production system. These clients' business success relies on the efficient and expedient trans border movement of their low-risk goods and conveyances.

By going with this approach, one of our measurable "deliverables" would be to achieve a Service Standard Compliance rate of 95% or greater.

From: Boucher, Denis
Sent: November 17, 2016 3:07 PM
To: Durocher, Christine; Comerford, Richard
Cc: Berardi, Dave; Toronyi, Manon; Seebach, Ken
Subject: Analysis of SOR Border Wait Times Complaints.pptx

Good Afternoon,
Please see finalized document. Please let us know if you have any comments.
Denis

From: Boucher, Denis
Sent: November 17, 2016 10:18 AM
To: Berardi, Dave
Subject: FW: Analysis of SOR Border Wait Times Complaints.pptx

Did you wish to review prior to sending to Christine and Rick... My only concern was over the methodology... multi-reason complaints where part of the complaint was BWT were counted as BWT only. Carrie doesn't have an issue with that as the focus is on BWT for this exercise.

From: Taylor, Carrie
Sent: November 16, 2016 11:23 AM
To: Boucher, Denis
Subject: Fw: Analysis of SOR Border Wait Times Complaints.pptx

Did you want to take a look and pass on to Rick and Christine?

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Simpson, Lisa <Lisa.Simpson@cbsa-asfc.gc.ca>
Sent: Wednesday, November 16, 2016 10:24 AM
To: Taylor, Carrie
Cc: Toronyi, Manon
Subject: Analysis of SOR Border Wait Times Complaints.pptx

Good morning,

Please find attached a copy of the Analysis of SOR Border Wait Times Complaints, with a notation on the final slide to indicate that the final 1% was distributed to the 2 categories of US Representatives and MPs.

Thanks,

Lisa Simpson

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ARTICULATION OF BENEFITS – Trusted Trader Corridor Concept (TTCC)

Please be prepared to address the questions in the table concerning your business need, capability deficiency and the benefit(s) the Agency will realize as a result of addressing these needs.

<u>Business Need</u>	<p><u>Problem:</u> Increased PIL processing times caused by additional systems processing requirements coupled with an increase in commercial volumes and exacerbated by a reduction in resources in Southern Ontario Regions (SOR) has led to inefficient Border processing of commercial trucks at land border crossings, specifically low-risk transactions at the Land Ports of Entries (POEs) where the driver, carrier, and importer are all participants in Trusted Trader (TT) Programs.</p> <p><u>Drivers:</u></p> <ul style="list-style-type: none"> • Highest concentration of TT traffic within SOR, results in increased pressure for expedited and efficient Primary Inspection Line (PIL) processing. • High truck volumes intensifies congestion at SOR land border crossings, increasing the number of border wait time instances to greater than 20 minutes. • Manual utilization of two business systems to process a commercial vehicle results in inefficient processing taking approximately 2 minutes to process each vehicle. • Repeated instances of border wait times greater of than 20 minutes result in stakeholder complaints and unnecessary negative media attention for the CBSA.
<u>Capability Deficiency</u>	<p>The ability for BSOs to confirm driver identity ad capture and verify required commercial data on eligible TT populations prior to arrival at PIL</p> <p>The ability for BSO to not have to toggle between both commercial and traveller systems.</p> <p>The ability for trusted traders to leverage existing investments in technology such as RFID for expedited clearance.</p> <p>The ability to decrease BSO processing time for preapproved low risk Trusted Traders.</p> <p>The ability for commercial and traveler systems connectivity triggered by the use of RFID.</p> <p>The ability for the BSO to not have to manually enter a license plate number</p> <p>The Programs and Innovation, Science and Technology Branches within the CBSA, with the support of the Southern Ontario Region and the Bridge Authority, are responsible for delivering this initiative.</p>
<u>Benefit(s)*</u>	<p><u>Changes:</u></p> <ul style="list-style-type: none"> • Decrease Primary Processing Time of Trusted Trader Participants in TTCC lanes (approximately 2 mins to 60 seconds) • Increase truck throughput (33 trucks in FAST lane to 60 trucks in 1 hour) • Improve client satisfaction by decreasing complaints regarding benefits to TTs and border processing times. <p>In order to properly determine the benefits and success of a pilot a multi-phase approach is required to ensure viability. The development will begin with a proof of concept (PoC) that will demonstrate which types of technology could help</p>

	<p>meet the desired business need. This is followed by a prototype phase that tests the end-to-end processes and technologies in a test environment that leverages “role-play” using representative data and actual representative end-users. The PoC and prototype phases will leverage existing technology or equipment, similar to that used in previous traveller exercises. However, ISTB has indicated that a specific skill set is required at the Lab to properly conduct and assess the PoC and prototype outcome. After the prototype demonstrates that the technology and processes meet the need, the pilot deployment will take place. The pilot deals with actual transactions at the POE. It will start with a limited number of participants being processed during designated time periods in order to ensure that the deployed pilot achieves the target without negatively impacting operations and/or integrity at the POE. After the short initial pilot test phase, the pilot will continue to onboard more participants and provide up to two lanes for processing Trusted Traders at peak times. The pilot will continue for up to two years while the findings from the pilot will be used to establish the ongoing requirements and capabilities for the required frontend and backend technology and processes.</p> <p>The pilot will focus on meeting the direct needs of the Trusted Trader Program members (importers, carriers, and drivers) by aiming to double the throughput capacity of trucks in designated lanes at a POE. However, the pilot will also take into consideration the needs of other stakeholders such as:</p> <ul style="list-style-type: none"> • Border Services Officers being able to perform their duties effectively, efficiently and with satisfaction while also preserving program integrity • Commercial Programs being able to enhance benefits of the trusted trader programs • Technology implementation and support areas being able to meet the user needs in a way that can be supported with minimal on-site intervention
Risks	<p>The risk of not proceeding with the proposed concept and continuing with the status quo includes:</p> <ol style="list-style-type: none"> 1. Continued increase in border congestion - Trade and Canadian Investment Impact/Competitiveness Impact. <ul style="list-style-type: none"> • Lack of perceived TT benefits and participation in TT programs. • Potential negative implications, such as media attention, to Canadian economy and Canadian growth due to continued congestion at border crossings. • Disincentive to invest in commerce involving the production of goods requiring bi-national movement. • Impact CBSA's ability to advance the transformation agenda. 2. CBSA Facilitation and enforcement mandate <ul style="list-style-type: none"> • Under the current model and without a significant and sustained investment in resources, an increase in facilitation can only be achieved with a decreased focus on enforcement activity.

*Identify the measurable improvement to be realized from the change. It needs to be perceived as positive and important to the Agency and contribute to its strategic objectives and priorities. (reduced risk, reduced costs, improved client satisfaction, increased revenue, increased security) and results from the achievement of one or more of the outcomes identified.

Benefits should ‘close the loop’, that is, they should:

- Address the original problem/drivers which triggered the need to invest in the first place and
- Demonstrate change or improvement in program capability/performance.

Clarke-Okah, Nana

From: Edgerton, Stephen
Sent: March 3, 2017 09:19 AM
To: Durocher, Christine; Wright, Melinda; Walters, Jeff
Subject: RE: audio recordings

<http://www.legalline.ca/legal-answers/is-it-legal-to-record-a-conversation-tape-a-call-or-bug-a-telephone/>

here is another link for reference.

Steve

From: Durocher, Christine
Sent: March 2, 2017 4:44 PM
To: Wright, Melinda; Walters, Jeff
Cc: Edgerton, Stephen
Subject: Fw: audio recordings

Hi everyone,

I've learned something new today...in Canada it is ok to record a conversation you are having with someone, even if you don't tell them. What you can't do is record someone else's conversation.

However, if there is some workplace policy which prohibits this then it would be an issue--so other than not carrying an electronic device, Melinda do you know if there is anything in the code of conduct which prohibits this?

Chris

Steve--thank you for your research, it's very much appreciated!

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Edgerton, Stephen <Stephen.Edgerton@cbsa-asfc.gc.ca>
Sent: Thursday, March 2, 2017 2:33 PM
To: Durocher, Christine
Subject: audio recordings

<http://www.legaltree.ca/node/908>